TUMAINI UNIVERSITY MAKUMIRA

GENDER POLICY AND GUIDELINES

JUNE 2026

POLICY INDEXING INFORMATION

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FOREWORD

Tumaini University Makumira, as a Christ-centred institution, upholds human dignity and equality regardless of gender. This commitment is reflected in its vision of being a centre of excellence in teaching, research, and consultancy, as well as outreach services that are also needs-driven. The purpose of TUMA is to provide university education with a focus on teaching and learning, conduct impactful research, and deliver public service for the sustainable and equitable development of all people. Today, the world has already made significant progress towards achieving gender equality, and men and women are increasingly recognising that eliminating gender disparity is an unavoidable task.

The TUMA Rolling Strategic Plan (RSP) 2023/2024-2027/2028 aligns with its mission to foster university growth, uphold high standards of teaching and learning, conduct innovative research, and deliver high-quality consultancy services through inclusive programmes, thereby mainstreaming gender during the implementation of strategic targets. In addition, TUMA has aligned the TCU *Standard 1.13*, requiring universities to mainstream gender equality and equity in all their activities. The RSP also aligns with some objectives of the *Tanzania National Five-Year Development Plan 2021/22–2025/26*, *Dira ya Taifa* 2050 and the *Sustainable Development Goals* (SDG 1, 3, 4, 5, 8,10). The documents articulate the need for policies, guidelines, and tools to effectively implement and monitor the successful inclusion of men and women in education and service provision at TUMA.

The TUMA Policy and Guidelines aim to establish policy statements and guidance that uphold and promote gender equity while eliminating sexual and gender-based harassment within the university environment and beyond. Gender roles and unequal gender relations interact with other social and economic factors, which can lead to unequal participation of men and women in various educational activities at the University. These disparities can adversely affect educational outcomes. Therefore, the TUMA Gender Policy and Guidelines seek to maximise the potential of men and women among staff and students in their career development to contribute effectively to both local and global progress.

It is my sincere hope that this Policy will assist TUMA in fulfilling its commitments to promote gender equality and equity. Additionally, the document will provide a foundation for taking action against gender-based and sexual harassment, as well as raising awareness within the community on the serious negative impacts of such misconduct.



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Prof. Dr. Faustin L. Mahali
Vice Chancellor
Tumaini University Makumira
Juni 2026

ACKNOWLEDGEMENT

The TUMA Policy and Guidelines could not have been developed without contributions from various parts of the university community, especially the TUMA Students' Organization government (TUMASO), the Office of the Dean of Students, academic and non-academic staff, and other experts. The Office of the Deputy Vice Chancellor for Administration (DVCA) and the Dean of Students has taken a leading role in discussing this Policy with students during their TUMA Senate Students' Committee Meeting. Their input has been vital in shaping this document.

We acknowledge the contribution of Adv. Elizabeth Kabwe and Adv. Dr. Benedict Maige Nchalla for their legal expertise and input, following their review of the entire Policy. Deserving credit goes to Prof. Fikeni E. M. K. Senkoro, the former Ag. DVCA, for coordinating the groundwork that facilitated successful development of this important document. Our sincere appreciation also goes to the external and internal experts, together with the user departments, whose constructive engagement and invaluable inputs greatly enriched the preparation of this document. We particularly acknowledge and appreciate the constructive comments and invaluable contributions received from the participants of the workshop that reviewed and discussed the draft Policy.

The Vice Chancellor, Prof. Faustin L. Mahali is thanked for his constructive comments on the draft Policy. Our gratitude also goes to members of the TUMA Senate and Council for their visionary leadership and contributions to the document processing and approval.



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Prof. Godliving Y. S. Mtui
Deputy Vice Chancellor for Administration
Tumaini University Makumira

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LIST OF ABBREVIATIONS AND ACRONYMS

CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CR	Class Representative
DVCA	Deputy Vice Chancellor for Administration
DVCAA	Deputy Vice Chancellor for Academic Affairs
GBV	Gender-based Violence
GDC	Gender Desk Committee
GDO	Gender Desk Officer
HEAC	Higher Education Accreditation Council
MCDGC	Ministry of Community Development, Gender, and Children
MDGs	Millennium Development Goals
RSP	Rolling Strategic Plan
SDGs	Sustainable Development Goals
TCU	Tanzania Commission for Universities
TUMA	Tumaini University Makumira
TUMASO	Tumaini University Makumira Students' Organization
UGC	University Gender Committee
UN	United Nations
URT	United Republic of Tanzania

DEFINITION OF KEY TERMS

Academic Staff
Academic Staff range from assistant lecturers, lecturers, professors, and research fellows, who are employed by the University, whether on full-time or part-time, permanent according to TUMA guiding policies and regulations.

Administrative Staff
These are individuals involved in various levels of governance, from those providing leadership to those managing operations at units, departments, faculties, and executive offices.

Adolescence
The transitional stage of development between childhood and full adulthood, representing the period of time during which a person is biologically an adult but emotionally has not achieved full maturity.

Empowerment
It refers to a range of options that create opportunities and reinforce individual and collective capacities to exercise control over the life of individuals and offer them more choices. Empowerment of women and men is linked to having awareness of themselves, including knowledge, skills, attitude and aptitude to have a voice.

Gender
The term refers to the socially constructed roles, behaviours, responsibilities and expectations that society assign to women and men.

Gender Balance
It is a situation where male and female members of an organisation or community are given equal opportunities to access resources, share responsibilities, and participate in planning and decision-making.

Gender-based Violence
It is an act of hostility that causes or is likely to cause cruelty resulting in physical, sexual, or psychological harm or suffering to women and men based on their sex.

Gender Bias
It describes the tendency to think or act more positively or negatively towards a particular sex.

Gender Equality
A situation where men and women have equal rights, opportunities, privileges, and resources within an organisation or community.

Gender Equity
A process that recognises and addresses gender gaps within an organisation and ensures that gender needs are included in its operations, processes, and systems.

Gender Justice
It implies the protection and promotion of the dignity of women and men, expressed though equality and power relations, eliminating institutional, cultural and interpersonal systems of privilege and oppression that sustain discrimination.

Gender Mainstreaming
It is an approach that evaluates how planned actions like laws and programmes affect women and men differently, and integrates their concerns and experiences into the design, implementation, and evaluation of policies across all sectors, aiming to achieve gender equality.

Gender Stereotype
A specific fixed and oversimplified opinion held by either women or men about the opposite sex, such as a common view that women are weak or men are powerful.

Marginalised Group
Persons who feel as if they are not important and cannot influence decisions or events.

Sex
It refers to two biological categories: male and female.

Sexual Harassment
This refers to unwelcome behaviour and inappropriate sexual remarks or physical advances in a workplace or other professional or social settings against a person due to feeling sexually intimidated and offended.

Support Staff
These are persons who provide essential operational activities to ensure smooth running of the institution.

PART ONE

1.0 INTRODUCTION

1.1 Preamble

Tumaini University Makumira was established as a theological college in 1947 in Lwandai on the Usambara Mountains and moved to become Lutheran Theological College Makumira in 1954. In 1997 Makumira University College became a constituent founder of Tumaini University with accreditation no. HEAC.CR No. 005 of The Higher Education Accreditation Council was established under the Education (Amendment) Act 1995.

In 2011, Makumira University College was transformed into Tumaini University Makumira by the Executive Council of the Evangelical Lutheran Church in Tanzania (ELCT). The Tanzania Commission for Universities (TCU), established under the Universities Act 2005, accredited Tumaini University Makumira with CFR No. 003 in 2011 and was ceremonially granted its charter by the President of the United Republic of Tanzania, His Excellency, Dr. Jakaya Mrisho Kikwete, at the State House grounds in 2012. In March 2025, TUMA was granted a Certificate of Accreditation after verification of its self-assessment by TCU.

As a vision statement, TUMA envisions being "a leading Christ-centred academic institution for needs-driven generation, consumption, propagation and continuation of knowledge and skills for the holistic development and well-being of humankind and the environment." The vision will be realised through "provision of university education focusing on teaching and learning, innovative and impactful research, and public service for sustainable development." The core values are the ones which requires TUMA to be responsive to the needs of the society, including respecting human dignity and rights for all without discrimination based on gender, religion race, and social status.

1.2 Tumaini University Makumira Policy on Gender Development

The Third Edition of Tumaini University Makumira Policy on Gender Development was developed to enhance gender mainstreaming across the University. It was built on the Second Edition which had been in operation since 2008. The review process was based on an assessment of the preceding policy to find out whether or not the set objectives were met and what can be done to strengthen the success stories and address the challenges experienced during the implementation period from 2008 to 2019.

In undertaking the assessment, the Team appointed by the University Management to

coordinate the review of the 2008 Tumaini University Makumira Policy on Gender Development Policy interviewed students and staff at Tumaini University Makumira. The service providers at different social service centres such as restaurants, stationary, haircuts and beauty salons, just to mention some, were also interviewed by the team. Apart from the assessment of the implementation of the preceding edition of the Policy, the Team consulted a number of documents on different gender policies in East Africa. These include: The United Republic of Tanzania Policy on Women in Development in Tanzania (1992, University of Dar es Salaam Gender Policy (2006), University of Nairobi Gender Mainstreaming Policy (2008), Kenyatta University Gender Policy (2011-2015), Maseno University Gender Policy (2018), The National Policy on Gender and Women Development (2023), Mbeya University of Science and Technology Gender Policy (2025) and other institutional gender-related policies.

The data collected through the assessment of Tumaini University Makumira Policy on Gender Development 2nd Edition and from other sources of information were analysed and the conclusions were used to develop the draft of TUMA Gender Policy and Guidelines. The first draft was shared with Tumaini University Makumira community through TUMA e-mail systems for further input. The collected input was used to improve the first draft and produce the second draft. The second draft was shared by selected external stakeholders who are gender experts from Sokoine University of Agriculture and the University of Dar es Salam along with gender experts from the Headquarters of the Ministry responsible for gender development.

Outside the country, the Policy was also shared to gender experts at Uganda Christian University. The input gathered from the sharing was used to formulate the final draft which was submitted to the University organs for more input and approval. The final draft is a result of all these processes. The revised TUMA Gender Policy and Guidelines, which aligns with the Tanzania's gender policy and guidelines, is meant to serve as an updated version of the policy statements to guide the University in becoming a better place for both genders to either work or study and maximize their respective potentials in career development and contribute effectively to the national development agenda.

PART TWO

2.0 SITUATIONAL ANALYSIS

2.1 Objectives of TUMA Policy on Gender Development

The Second Edition of Tumaini University Makumira Policy on Gender Development was developed and put into operation in the year 2008 with the objective of ensuring that the University attained gender equality and equity in all its systems and operations. Specifically, the policy was set to achieve the following:

i. Create and maintain harmonious gender relations among male and female staff and students;

ii. Mainstream gender in all University activities as stipulated in the TUMA's Mission;

iii. Enable TUMA to provide equal opportunity to its female and male employees in terms of resources and responsibilities;

iv. Ensure that sex disaggregated data are available and easily retrievable for planning and implementation of TUMA's operations;

v. Ensure that both men and women are represented in all policy and decision-making organs of TUMA;

vi. Contribute to national efforts towards attaining gender equality as per the National Gender Policy;

vii. Equip TUMA managers with operational gender policy that they can be able to make gender-balanced decisions; and

viii. Create awareness on sexual and gender-based violence within the institution and beyond.

The implementation status as at the time of carrying out situational analysis to inform the current version was as follows:

2.2 Creation and maintenance of harmonious gender relations

Gender relations are the ways in which a culture or society defines rights, responsibilities, and the identities of men and women in relation to one another. The situational analysis revealed that Tumaini University Makumira environment and related policies and programmes do not differentiate between male and female members of the community. There is no noted recognition of differences of work, knowledge, skills, and contributions which are explicitly or implicitly linked to a man or woman. This is good ecosystem for enhancing and fostering gender equality. All

reviewed Tumaini University Makumira policies such as the policy instruments and University interpretation of national policies and guidelines were found to use a gender-neutral language. Furthermore, the experience of the team members revealed that the University Management always encourages the use of gender-neutral language in all University documents and events.

However, in recognition of the fact that men and women have specific gender needs based on their condition or position in a society, there are some noted gaps in order to achieve the TUMA's objectives. In practice, there are two types of gender needs: practical and strategic gender needs. The practical gender needs refer to necessities that emanate from biological state of a human being, whereas strategic gender needs are those related to one's position in a society derived from existing unequal relations of production and distribution. Accordingly, the University's physical infrastructures do not address all practical gender needs of its staff and students. Though Tumaini University Makumira has been in the forefront in equipping and adjusting its physical infrastructure with special facilities to cater for the needs of men and women, much is needed to be done in this area. For instance, in the new hostels under construction at *Maekani* area, most of the dormitories do not have special service rooms for students who give birth during their studies.

Regarding to the motivation to the staff, the University provides house allowances to the entitled staff without any gender related discrimination. The University continued to provide a leave allowance to the Staff, the Spouse, and Children, a maximum to four of them. The University has been effectively implementing the Standing Orders for the Public Service (2009), in which Section H.12. (2) states that:

> *Female public servant shall be granted a paid maternity leave of 84 days once in three years from the day she completed her last maternity leave. Maternity leave shall not be carried forward and shall be exclusive of her annual leave for the calendar year in which maternity leave is taken (p. 180).*

In consideration of the fact that a baby is a product of the sexual interaction between male and female persons, there is no evidence of any TUMA male staff who has ever requested a paternity leave. However, a male Staff is entitled for paternity leave if he is the father of the child as per the same Standing Orders in Section H.13 which states:

A male public servant shall be entitled to at least five days paid paternity leaves if:

a) The leave is taken within seven days of the birth of a child; and
b) The male public servant is the father of the child (p.181).

Paternity leaves for male servants have potential positive contribution to reducing the burdens to their respective Spouses. This Policy might help to awaken them to utilize their rights.

2.3 Mainstreaming gender awareness in all University activities

It has been observed that the University has fared well in mainstreaming gender concerns from 2008 to 2019 by engaging in gender trainings to the University Management and to leaders of Students' government for three years: 2008, 2009, and 2010, and successfully organizing the Women's Day University celebrations in 2018, 2019 and 2020. Another essential activity of the University is engaging the community into different projects by considering gender equality in selecting participants for all activities.

On the other hand, although researches and consultancies are some of the core activities of the University, there is no evidence yet concerning the gender equality in forming groups and conducting researches and consultancies. The composition of groups seems to have been formulated without considering gender equality, equity and balance. Formulation of groups and conducting of research and consultancy activities depend on academic competence and previous experience in the area. Additionally, several individual publications and criteria specified on the call of a research and/or consultancy are the main conditions used in formulating the groups.

Regarding students' admission and registration in the years 2008 to 2019, Tumaini University Makumira significantly redressed the gender gap in registered students. There is a commendable increase in the number of female students registered into various University programmes. For instance, in the year 2008, the ratio of registered female to male Students was 37: 63 whereas in 2019 the ratio was almost 50:50. A gap noted here is a number of students registered in science degree programmes. For instance, in 2018/2019 academic year, out of 1,434 students registered at the Faculty of Education, Humanities and Science, only 515 (35.9%) were female.

Furthermore, the ratio for female students decreases more in postgraduate programmes. For instance, for Master's degree programmes, in 2018/2019 academic year, out of 195 registered students at the Main Campus, 81 were female and 114 were male. Additionally, in the academic year 2018/2019, out of the 92 registered PhD candidates, only 22 (23.9%) were female. The above female ratios for undergraduate and postgraduate programme vary from the female ratio in non-degree programmes. For instance, female ratio to male students was 1:1 for both Certificate and Diploma programmes in the same year. In 2025/2026 academic year, TUMA's overall female student enrolment population rose up to 55.17%.

Tumaini University Makumira allocates students' accommodation relying on the gender equality approach by implementing one of the strategies of 2008 Policy that there should be an increase of accommodation spaces to female students so as to achieve the University's objective of reaching a 50:50 male-female student registration. This was the main reason of constructing Maria Nyerere female students' hostel at the Main Campus. However, there are still ongoing strategies of fund mobilization for constructing other hostels for female students to also cater for nursing mothers.

However, due to the increased enrolment in the higher learning institutions, accommodation spaces are still a challenge at TUMA. For instance, in the 2018/2019 only 36% secured in-campus accommodation whereas the remaining 64% stayed off campus. As of 2025/2026 academic year, the student population staying in campus was only 31.1%.

The students who stay at off-campus hostels face a challenge of having a reliable and convenient transportation to and from the University. Off-campus students can only reach the Campus premises through walking or use hired motorcycles. This situation creates a number of risks and gender-related challenges more for female students than male students. This is because in most cases female students are more vulnerable to security risks than their male counterparts. Furthermore, the limited number of rooms in campus might be one of the causes that upset students from pursuing their degrees at Tumaini University Makumira.

2.4 Provision of equal opportunities to female and male employees

Tumaini University Makumira has been working hard to increase the number of female academic staff. In 2002 before having Tumaini University Makumira Gender Development Policy, female to male ratio of academic Staff stood at 1:11. In the year 2008, the ratio was improved to 1:6 whereas in 2019, there were 292 academic staff, of which 90 (30.8%) were female and 202 (69.2%) were male. This gives the ratio of almost 1:2. Although the data is promising, it is evident that much is needed to be done to bring about gender parity.

On the other hand, in 2008 the female to male administrative staff ratio was 1:2. Through gender mainstreaming in processes of employment, the University has significantly managed to reduce the gap between them. Thus, in 2019 out of 310 administrative staff, 135 (43.5%) were female and 175 (56.5%) were male. The ratio is 27:35 which is very promising. Overall, in 2025/2026, staff population at TUMA stood at 143, female being 45% and 55% being male.

On the part of Students, at the lowest level of class representatives (CRs), it is institutionalized that each class TUMA be represented by two representatives: male and female CRs. At the presidential posts, it is a tradition that when the president is a

male, then the deputy should be a female, and vice versa. However, there is no gender equality consideration during the elections of Faculty representatives. The Tumaini University Makumira students' organization (TUMASO) has not put any conditions that can create gender balance in selecting Faculty representatives. Furthermore, in the TUMASO's election of 2025/2026, out of 29 elected ministers, the number of female ministers were 12 (41%) and the rest were males. The situation needs improvement to reach at least a 50:50 ratio.

2.5 Availability and retrievability of sex disaggregated data

The University uses sex disaggregated data in all records including minutes of meetings, admission and registration, save for records of examination results, which as at the time of data collection the sex and thus gender of the candidates were hidden by using a pronoun: "It is recommended that he/she be...". The practice of presenting and recording data that is gender disaggregated is institutionalized and internalized by all staff responsible for data management across the University.

2.6 Representation of male and female staff in decision-making organs of the University.

Although the University has invariably recognized the importance of including women in the various frames of decision-making organs, there are still few female members in the University Council, committees and other working committees. For instance, as at 2025/2026, out of 14 Senators, only one (1) is female, while at the University Council, only two (2) out of 17 members are females.

Moreover, students are entitled to have representatives in Faculty, School, and Institute Boards as well as in the Senate. Attending the meetings in different panels is very important to students since it gives them a chance to share their opinions in formulating various University policies on academic issues. When female students are not well represented in the highest level of decision making and panels, the challenges that normally face them might not be pushed well to the top of decision-making organs.

Generally, it is evident that there is a limited representation of both female staff and students in decision making bodies of the University.

2.7 Supporting the National Efforts on Attaining Gender Equality

The National Gender Policy (2023) explains that for proper implementation of any policy, the Government has to establish Gender Focal Points in structures of the Central Government, Local Government, and public institutions. The Policy further

insists on the establishment of a non-aligned organ which is responsible for coordinating female affairs in public institutions and advise the Government accordingly, as far as gender equality, equity and balance at work are concerned.

2.8 Availing the Gender Policy to the University's Operations

Tumaini University Makumira has adopted a good system of putting all University policies at the University Website where they can be accessed not only by University Managers but also by the entire TUMA community. In addition, the hard copies of all policies are disseminated to all members of TUMA Management team to provide guidance in accomplishing their responsibilities.

2.9 Emerging Gender Issues in University's Operations

Based on documents and interviews, it has been revealed that the majority of both students and staff secure accommodation off campus. Higher Learning Institutions (HLIs) experience several and different sexual harassment cases, and TUMA is not exempted, although no documented case of sexual harassment has been officially recorded. Since 2019, counselling services have been offered to students only. The University needs to establish a unit to provide counselling, trauma healing and advisory services to the University staff as well.

2.10 Summary of Policy Issue

In accordance with the situational analysis above, policy issues that need to be addressed by this reviewed Policy are:

a) Gender relations

b) Gender-related activities

c) Gender equality, equity and balance

d) Gender gaps

e) Gender-related representations in the University decision making organs

f) Gender consideration in decision making

g) Sexual harassment

PART THREE

3.0 POLICY RATIONALE, OBJECTIVES, STATEMENTS, AND STRATEGIES

3.1 Policy Rationale

This Policy is established in line with the National Policy on Gender Development. Though the University has been implementing the previous version of the policy for several years and significant progress has been noted, still there are a few gaps that are needed to be addressed and redressed in order to make Tumaini University Makumira a better place for males, females and special-need groups to work and/or study. This Policy shall serve as the guidance to the University's Management and the entire community to mainstream gender issues at all levels at the University for achievement of its objectives.

As a public institution, the Policy shall also serve as proof of the University's implementation of the following national policies:

a) National Policy on Gender and Women Development of 2023

b) Education and Training Policy of 2006

c) National Higher Education Policy 1999

d) Employment Policy of 1977

e) Community Development Policy of 1996

f) Women Affairs and Management Policy of 1992

g) Youth and Development Policy of 1996

h) Civil Servant Policy of 2010.

Further, the Policy shall serve as evidence-based commitment for the University's in working hand-in-hand with the Tanzanian Government to accomplish the Sustainable Development Goals number 4, 5, and 10. In addition, Tumaini University Makumira has shown a good practice in reviewing its Policies after a certain time. For instance, the last review of Tumaini University Makumira Policy on Gender Development was done in 2008. Since then, the Policy served as a guide to the University on addressing pertinent issues of gender mainstreaming in all of its operations. Subsequently, the University assigned a team to review the 2008 Gender Policy in order to adhere to the implementation of the Fifth Tumaini University Makumira Rolling Strategic Plan (2023/2024-2027/2028).

3.2 TUMA Vision on Gender

Tumaini University Makumira envisions to become a gender responsive institution with equal opportunity to all (staff, students and community) for sustainable and inclusive development.

3.3 TUMA Mission on Gender

In achieving the vision, the University will participate fully in gender mainstreaming and integrate gender issues in the core functions, namely teaching, research, consultancy and public service.

3.4 Policy Objectives

The general objective of this Policy is to ensure that the University mainstreams all gender issues in its operations. Specifically, the Policy aims to:

a) Maintain and enhance gender responsive environment and pedagogy at the University.

b) Ensure prevalence of gender related activities at the University.

c) Improve gender equality, equity and balance in employing University staff and in assigning different administrative positions.

d) Reduce gender gaps at TUMASO.

e) Ensure representation of both male and female concerns in all decision-making organs of the University.

f) Ensure gender consideration in all decisions made by University's managers.

g) Ensure non sexual harassment and gender-based violence practices at the University.

3.5 Policy Statements and Strategies

This Section presents the policy statements along with the strategies. This is because, policy statements aim at achieving policy objectives which are listed in Section 3.4 above, whereas the strategies aim at implementing the policy statements. The presentation starts by outlining the objective which will be followed by the policy statement and the strategy.

Objective 1: To maintain and enhance gender responsive environment and pedagogy at the University

Policy Statement 1

The University shall ensure implementation and enhancement of the harmonious gender relations as highlighted in this reviewed Policy.

Strategies:

i. Ensure that the language used in University's documents and general public communication is gender neutral.

ii. Ensure that classrooms, hostels, staff offices, toilets, and residential houses have important facilities that address gender needs.

iii. Sensitize male partners to request for paternity leave when their partners give birth.

iv. Abolish unwelcome gender practices in formal and informal public communication and interpersonal relations.

v. Post banners at different University premises that discourages negative gender relations and encourages positive gender relations.

vi. Use media outlets to sensitize on anti-sexual and gender-based violence.

Objective 2: To ensure the existence of predominance of gender-related activities at the Campuses

Policy Statement 1

In its activities, the University shall promote gender justice by ensuring fairness, equality, dignity, and equal opportunities for all members of TUMA community regardless of gender.

Strategies

i. Establish and strengthen a Gender Desk for coordinating gender justice initiatives.

ii. Ensure effective implementation of the University's Gender Policy and Operational Guidelines and related regulations.

iii. Conduct regular training, seminars, and workshops on gender equality, gender justice, and prevention of gender-based discrimination.

iv. Integrate gender awareness into student orientation and staff development programmes.

v. Develop clear procedures for reporting, handling, and addressing cases of sexual harassment and gender-based violence.

vi. Provide confidential support services for survivors, including counselling and referral mechanisms.

vii. Integrate gender perspectives into curricula, research, and community engagement activities.

viii. Encourage research and publications on gender equality and social justice.

ix. Promote balanced gender representation in leadership, committees, employment opportunities, and decision-making structures.

x. Implement affirmative measures where necessary to address historical gender imbalances.

xi. Establish mechanisms for monitoring gender equality indicators within the University.

xii. Conduct periodic reviews and publish reports on progress toward achieving gender justice.

Policy Statement 2

The University shall ensure improvement of gender awareness among staff and students.

Strategies:

i. Incorporate gender related courses into different academic programmes.

ii. Design, coordinate, and implement gender seminars, sessions, and/or live talk shows to students apart from formal courses which are included in their programmes.

iii. Design, coordinate and run gender trainings, seminars, sessions and live talk shows to University's staff.

Policy Statement 3

The University shall ensure that gender equality, equity and balance are reflected in all generic functions of the University of teaching, research, consultancy, and outreach activities.

Strategies:

i. Sensitize both female and male staff to consider gender equality, equity and

balance in the formation of teams for research, consultancy, and outreach activities.

ii. Sensitize the University's management to consider gender equality, equity and balance when appointing teams for research, consultancy, and outreach activities.

iii. Encourage staff to consider gender equality, equity and balance while forming groups to respond to various call on research, consultancy and, outreach activities.

Policy Statement 4

The University shall ensure that a number of students admitted and registered to University pure science-oriented degree programmes and higher degree programmes is increased.

Strategies:

i. Sensitize potential University female applicants in secondary schools to opt for pure science-oriented University degree programmes.

ii. Post stories of successful female candidates of higher University degrees and pure science-oriented degree programmes in the University website as a motivation for others to apply for the same.

iii. Post stories of successful female candidates of higher University degrees and pure science-oriented degree programmes in various University premises and public events as a motivation for others to apply for the same.

iv. Make and disseminate fliers of successful female candidates of higher University degrees and pure science-oriented degree programmes as a motivation for others to apply for the same.

Policy Statement 5

The University shall ensure that there is adequate accommodation space for all students of both genders and good transport services for those who shall decide to live off campus.

Strategies:

i. Devise University-based initiatives of fund mobilization for hostel construction.

ii. Design and implement clean, safe and sustainable commuter bus services across University's premises.

iii. Encourage private investors invest in hostel construction around University's main campus and campus colleges.

Objective 3: Improve gender balance in University Staff composition and administrative positions of the University and Students Government.

Policy Statement 1

The University shall ensure equity in gender representation in all professions of University Staff.

Strategies:

i. Design and implement incentives for attracting marginally represented gender apply for advertised University job vacancies in professions dominated by one gender.

ii. Design and implement positive segregation in the selection of qualified applicants to fill vacant posts dominated by one gender.

iii. Design and implement retention plans in professions that are skewed towards one gender representation.

Policy Statement 2

The University shall ensure that participation of females in the management and governance of the University is increased.

Strategies:

i. Support female staff attain qualifications required for holding administrative positions of the University.

ii. Encourage potential eligible female candidates from inside and outside the University to apply for advertised University administration posts.

iii. Sensitize appointing authorities to consider gender balance in appointing staff to hold University administrative positions.

Policy Statement 3

The University shall ensure that there is gender balance in students' government administrative posts.

Strategies:

i. Design and implement support mechanism for female student contestants of administrative posts in student's government.

ii. Sensitize authorities of students' government consider gender balance in appointing students to hold various administrative posts in students' government.

iii. Eliminate campaigns that foster gender stereotype and sexism among the students and contestants during TUMASO elections.

Objective 4: To ensure full time retrievable sex disaggregated data within the shortest possible time at all levels of the University

Policy Statement

The University shall ensure that all Departments, Faculties and Directorate can retrieve sex disaggregated data in its area of competence within the shortest possible time.

Strategies:

i. Establish sex disaggregated data base of University's information at all levels of University's systems.

ii. Instruct and enforce all Faculties, Directorates and Departments to display an updated gender disaggregated data of Staff and Students on the office of the Deans, Principals, Directors, and Head of Departments.

Objective 5: To ensure representation of both male and female concerns in all policy and decision-making organs of the University

Policy Statement

The University shall ensure that there is a balanced representation of male and female gender in order to equally advance gender concerns in University's policy and decision-making organs.

Strategies:

i. Sensitize appointing authorities to consider gender balance in appointing staff to hold administrative posts that automize membership to University's policy and decision-making organs.

ii. Sensitize female candidates to contest for posts in the University organisations which automize membership to University's policy and decision-making organs.

iii. Support female students' participation in contesting for representation positions in University's policy and decision-making organs.

iv. Support efforts of female staff in acquiring qualifications for consideration for appointment to administrative posts which automize membership to University's policy and decision-making organs.

Objective 6: To ensure gender consideration in decisions made by University's Managers

Policy Statement

The University shall ensure that gender is mainstreamed in all decisions made by Tumaini University Makumira management

Strategies:

i. Disseminate hard and soft copies of Tumaini University Makumira Gender Policy and Operational Guidelines to all members of TUMA Management.

ii. Sensitize Tumaini University Makumira staff and students to access and read Tumaini University Makumira Gender Policy and Operational Guidelines, and be day-to-day overseers of gender considerations in University Management decisions.

iii. Integrate gender perspectives into teaching and learning, research, human resource management, student affairs, and service delivery to ensure equity, inclusiveness, and non-discrimination.

Objective 7: To address sexual harassment and gender-based violence at the University

Policy Statement 1

The University shall exercise zero tolerance in sexual harassment events.

Strategies:

i. Raise awareness about sexual and gender-based violence.

ii. Formulate and implement policy on abolition of sexual harassment.

iii. Track and record cases of sexual harassment.

iv. Maintain clear, confidential reporting and response mechanisms, enforce disciplinary measures, and provide appropriate referral and support services in accordance with University's regulations and national laws.

Policy Statement 2

The University shall ensure prevention of potential gender-based violence at the University and University campuses.

Strategies:

i. Establish public gender consultation and advisory unit to serve University staff and community.

ii. Establish database concerning sexual harassment and gender-based violence in order to track efforts towards elimination of sexual harassment and gender-based violence.

PART FOUR

4.0 OPERATIONAL GUIDELINES FOR THE TUMA GENDER POLICY

4.1 Purpose

This Chapter provides operational guidance for the effective implementation of TUMA Gender Policy by outlining institutional responsibilities, procedures, and mechanisms for mainstreaming gender across all University functions. The overall goal of these guidelines is to establish and set equitably guiding practices in implementing the Policy.

4.2 Rationale

Formulation of procedures or guidelines that can be used in operationalization of the TUMA Gender Policy is crucial for ensuring that commitments made in the Policy are effectively implemented on the ground. These operational procedures are useful in guiding the implementation of the Policy in such areas as academic, administrative, and governance aspects, among others, to ensure that the Policy achieves the intended purpose.

These Guidelines may be cited as the Tumaini Makumira University Gender Policy Operational Guidelines, and are part and parcel of the Policy.

4.3 Scope

The guidelines shall apply to all TUMA academic and administrative units including its campus and constituent colleges. They cover all governing organs, staff, students, and service providers of the University, across all campuses and affiliated units.

4.4 Objectives

The Guidelines aim at achieving the following objectives:

a) Provide gender sensitivity to TUMA community in all areas pertaining to student admission and staff recruitment and development;

b) Establish tools for monitoring the implementation of the Gender Policy in the areas of student admission, staff recruitment, appointments, and promotion; and

c) Assign responsibilities to the organs and offices implementing the Gender Policy.

4.5 Communication and Implementation of the TUMA Gender Policy

Efficient communication channels and clearly defined responsibilities of the office bearers are critical to ensuring a smooth operation of the Policy. The clearly defined channels of communication help in ensuring smooth flows of information between the management, academic and administrative staff and students, which might help in reducing cases of misunderstandings, duplication of work, and delays in decision-making processes. On a parallel note, when responsibilities are clearly outlined for some of the key office bearers of an institution – like the Vice Chancellor and his/her deputies, Deans, Head of Departments, and Coordinators – they help in ensuring accountability, transparency, and greater efficiency on account of every functionary knowing what is exactly expected of them in as far as operationalization of the Gender Policy is concerned.

Clear communication channels shall be established for reporting gender-related concerns, with timely feedback and protection of confidentiality.

4.6 Implementation Framework

The University shall implement the Gender Policy through existing governance and management structures, with coordination by the designated Gender Unit or Gender Desk.

4.7 Coordination

The attainment of the University Gender Vision as stipulated in this Policy shall depend on a well-defined coordination mechanism. The Gender Desk Officer shall be responsible for overseeing the implementation of the Policy by coordinating gender issues at TUMA. The annual gender implementation reports shall be prepared and evaluated by the office of DVCA.

4.8 Organization and Mandate

The implementation of this Gender Policy shall be institutionalized within the University organizational structure. For the smooth implementation of gender issues, there shall be gender focal persons from Faculties and Directorates.

4.9 Key Responsibilities of Various Actors

The following are key Gender Policy players and their responsibilities:

4.9.1 University Council

The Council shall:

a) Provide oversight and ensure adequate resources;

b) Approve the TUMA Gender Policy and Guidelines; and

c) Approve the budget for the implementation of the Policy and allied activities.

4.9.2 Vice Chancellor

The VC shall:

a) Ensure institutional leadership and policy integration;

b) Ensure short-, medium- and long-term implementation of gender plans of action;

c) Ensure gender balance is achieved in decision-making positions;

d) Approve financial and other resources for the implementation of the Policy; and

e) Approve the implementation report.

4.9.3 Deputy Vice Chancellor for Academic Affairs

The DVCAA shall:

a) Lead the coordination of the academic-related policy implementation strategies;

b) Evaluate with gender perspectives the current progress of gender mainstreaming in academics, and recommend future programmes (i.e. enrollment, retention, recruitment and completion);

c) Coordinate and establish gender-responsive academic programmes;

d) Oversee admission processes that are gender responsive;

e) Plan and oversee the preparation of gender responsive and related activities for sensitization in other education settings like secondary schools; and

f) Ensure and oversee gender responsive research and consultancy activities at the University.

4.9.4 Deputy Vice Chancellor for Administration

The DVCA shall:

a) Ensure the operationalization of the work plan;

b) Mobilize and allocate resources for the implementation of the Gender Policy;

c) Recommend gender responsive budgets for the implementation of the Policy;

d) Ensure the design and construction of gender responsive infrastructures;

e) Translate the Gender Policy into implementable action plans;

f) Coordinate, monitor and evaluate all gender-related activities within the University; and

g) Ensure review of the Gender Policy within a recommended time.

4.9.5 Principals, Deans, Directors, and Heads of Departments

a) Mainstream gender in academic, administrative, and student-related activities.

b) Liaise with the Gender Desk Officer on matters related to data on females/males, adolescents, people with disabilities, and marginalized groups; and

c) Report to higher authority any incidences of sexual harassment and gender-based violence (GBV).

4.9.6 Gender Desk Office

The Gender Desk Officer (GDO) shall perform the following functions:

a) Coordinating implementation, awareness, reporting, and monitoring of the Policy;

b) Coordinating regular sensitization, training, and induction programmes on gender issues for staff and students;

c) Preparing annual gender-related work plan;

d) Organize advocacy initiatives for gender sensitization;

e) Organize seminars on gender related-issues;

f) Communicate gender-related challenges and solutions to the management; and

g) Establish network linkages with other stakeholders.

4.9.7 Gender Desk Committee

There shall be a University Gender Desk Committee (GDC) consisting of five (5) to eight (8) members appointed by the Vice Chancellor, drawing its members from various university organs including TUMASO. The committee shall be chaired by the Gender Desk Officer.

The UGC shall perform the following functions:

a) Be a responsible body for advising and overseeing all gender-related matters at the University including plans and operations;

b) Receive and deliberate on gender-related reports, including grievances, from the Gender Desk Office; and

c) Carry out monitoring, evaluation and review of the Gender Policy and Guidelines.

4.9.8 Management Team

The management team at TUMA shall:

a) Oversee gender mainstreaming at TUMA;

b) Make sure gender responsiveness in staff recruitment, retention, training, promotion based on merit is maintained and students' enrollment, completion and retention;

c) Maintain gender balance in students' enrollment and staff recruitment through favourable actions for females, males and students with special needs;

d) Ensure prevention of all forms of gender-based violence, harassment/ discrimination at the University through regular support to the existing gender desk for the TUMA community;

e) Make sure that the Policy implementation eliminates all forms of discrimination at all levels; and

f) Ensure the well-being of staff and students with special needs.

4.9.9 Staff Associations

TUMA staff associations shall:

a) Advise on effective strategies for Gender Policy implementation;

b) Ensure gender responsiveness in their associations;

c) Consult female and other special groups and ensure that their voices are heard in the workplace; and

d) Ensure that gender-driven diversity issues are more visible to their associations.

4.9.10 Students' Organization

TUMASO shall:

a) Ensure commitment and support among students in the implementation of the Gender Policy;

b) Promote dialogue and debate among students on gender issues;

c) Discourage all forms of harassment and discrimination at all levels;

d) Participate in changing values and attitudes that hinder gender equity and equality;

e) Ensure gender responsiveness in the associations; and

f) Give female and male students a significant say in student union/groups decision-making and seek leadership positions in student bodies.

4.9.11 Staff and Students

TUMA Staff and students shall comply with and promote the Gender Policy.

4.9.12 Other Stakeholders

The Management will solicit and engage development partners, individuals and other donors to collaborate, assist advice and sponsor various programmes related to gender mainstreaming for smooth implementation of the Policy.

Figure 1 and Figure 2 summarize the gender-related organizational structure of the implementing offices and participatory organs at TUMA.

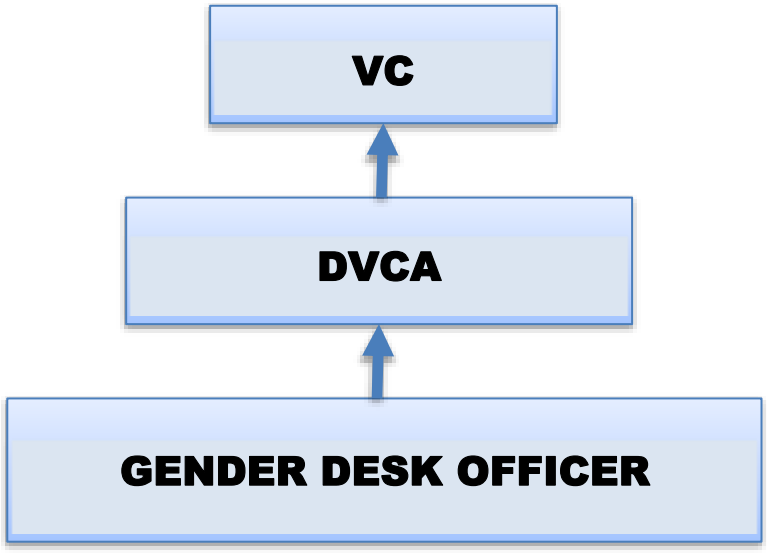


Figure 1. Organogram showing management structure of TUMA Gender Desk.

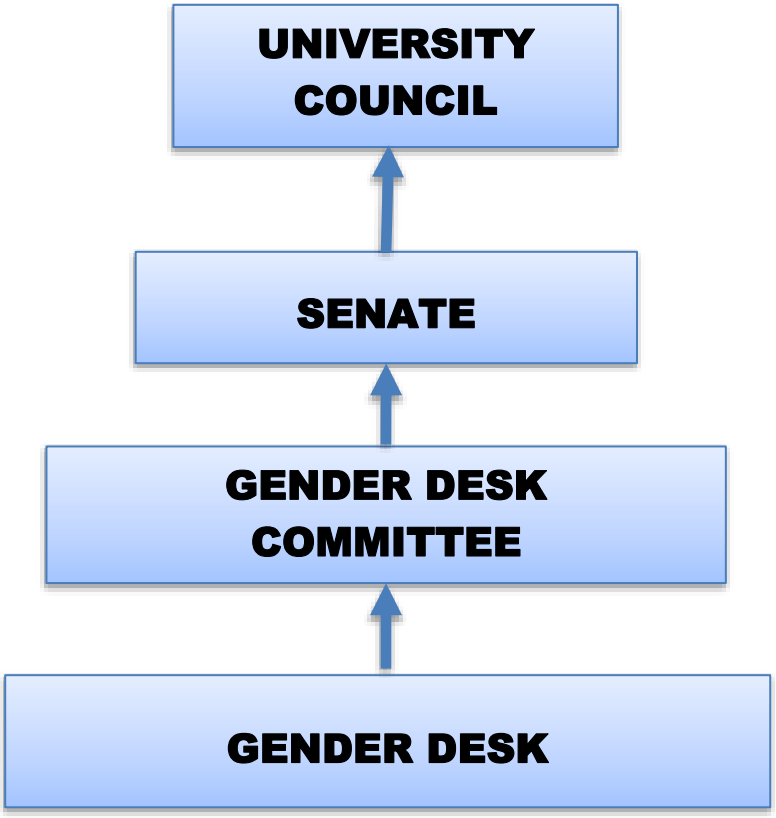


Figure 2. Organogram showing the reporting mechanisms for gender-related matters at TUMA.

PART FIVE

5.0 POLICY IMPLEMENTATION, MONITORING AND EVALUATION

5.1 Policy Implementation

The implementation of Tumaini University Makumira Gender Policy and Guidelines falls directly under the office of the DVC (Administration). However, for effective operationalization of gender development issues, the University has established the Gender Desk to spearhead the day-to-day implementation of the Policy and other gender development issues. Structurally, the Desk is directly accountable to the DVCA, but it is also responsible to liaise with the University organs, personnel, as well as the entire community on gender-related issues.

With an understanding that gender is a cross-cutting issue, the Policy is expected to be implemented by all academic and non-academic units of the University including units in the students' government. Noting the different gender orientations of the heads of the units, the Policy has suggested identification of focal personnel in each Faculty, School, Directorate, and Institute to act as focal point person with responsibilities to remind the respective Heads of Units to always consider gender issues in executing their duties. The effective performance of these focal persons will make the entire University community active implementers of the Policy. Thus, in effect, though administratively the policy implementation will be managed by the office of the DVCA, in effect all University stakeholders will be responsible for its implementation.

As noted in the previous sections, some activities will involve students which in a way bring in their respective parents such as in the selection of degree programmes for admission. Some activities will involve University staff, and some activities will involve the University Management. Thus, the Office of the DVCA will be held responsible for implementation of the policy in the sense that it will be responsible for monitoring, evaluation, and learning for its effective implementation. The office will also be responsible for innovating different techniques from time to time which shall help the entire University stakeholders participate in the implementation process.

Implementation shall be monitored using gender-sensitive indicators, with periodic reports submitted to the Management and the University Council.

5.2 Legal Arrangements

Tumaini University Makumira Gender Policy and Guidelines will be implemented within the existing TUMA legal framework. However, for improvement of participation of female students in their organization, procedures and by-laws governing the process of obtaining such leaders need to be changed. This will address

the low-level participation of female students in holding leadership positions and therefore improve their representation in University Senate and various boards and committees. On the aspect of staff composition, a statement should always be stated at the end of a job advert which encourages less represented gender to apply for the advertised post. Other proposed aspects such as identification of gender focal persons in Faculties, Schools, Directorates and Institutes will be done administratively within the existing University legal framework.

5.3 Monitoring, Evaluation and Learning

The ultimate body responsible for monitoring and evaluation of the implementation of Tumaini University Makumira Gender Policy shall be the University Council. This is in accordance with the Charter establishing TUMA which has empowered the Council to govern the University through the appointments it makes, the structure it establishes, directives it gives and the resources it allocates. However, the Vice Chancellor of Tumaini University Makumira shall be responsible for monitoring and evaluation of the Policy implementation on day-to-day basis by virtue of the powers bestowed upon him/her by the Council as the chief executive officer of the University.

In the same vein, the Deputy Vice Chancellor for Administration shall be assisting the Vice Chancellor in monitoring and evaluation of the policy implementation. In recognition of the University decision to establish a special unit to enhance gender equality at the University, the Gender Desk will be responsible to assist the DVCA in coordinating all matters related to gender development across the University. Colleges, Faculties, Directorates, Institutes, Schools, Departments and Sections shall always be working closely with the Gender Desk to ensure that matters of gender development are well addressed in all University activities. The Desk will also ensure that the University operations adhere to the Policy's statements and strategies.

5.4 Resources

The University shall allocate adequate financial, human, and institutional resources to support effective implementation of the Gender Policy.

5.5 Policy Review

Tumaini University Makumira Gender Policy shall be regularly reviewed according to University's policy review schedules as shall be determined by TUMA Management through its strategic plans. Under normal circumstances the document will be reviewed after three to five years. However, on the event of a need to revise specific policy statement or strategy to address a pertinent and pressing issue which cannot wait for the schedule, the responsible office shall appoint a team to undertake the activity for the betterment of University progress towards achieving a gender balanced community

CONCLUSION

Tumaini University Makumira Gender Policy and Guidelines is established in line with the National Policy on Gender Development (2023) which is further developed in line with internationally agreed global targets of achieving gender balance. While it serves as an institutional interpretation and commitment to achieving gender balance at the University, its implementation depends on continued global and national commitment. At an institutional level, the University shall provide conducive environment for the implementation of the Policy including provision of human and other resources as shall deem necessary. However, gender as a concept, is a social phenomenon and thus the implementation of this Policy will heavily rely on the commitments of all University stakeholders including students, parents, academic staff, non- academic staff, and the entire Tumaini University Makumira community to learn and be able to live the fact that both females, males and other gender-responsive groups cutting across male and female genders, such as people with special needs, are equal members of the same society who enjoy equitable power relations, access to resources, and opportunities.

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ANNEXES

IMPLEMENTATION AND MONITORING TOOLS FOR TUMA GENDER POLICY

Table 1: Institutional Roles and Responsibilities

Office / Unit	Key Responsibilities	Reporting Line	Reporting Frequency
Board of Trustees / Council	Policy oversight and approval of resources	University Owner / Founder	Annual
Vice Chancellor	Overall leadership and policy implementation	Council	Annual
DVCA	Overall management and reporting	Vice Chancellor	Annual
Gender Unit / Gender Desk	Coordination, training, reporting	DVCA	Quarterly
Deans / Directors	Gender mainstreaming at faculty/unit level	DVCAA	Semi-Annual
Staff and Students	Compliance and promotion of gender equity	Immediate Supervisors	Continuous

Table 2: Gender Mainstreaming Action Plan

Functional Area	Gender Issue	Action	Responsible Unit	Timeline
Teaching and Learning	Gender bias in curricula	Curriculum review	Senate / Faculties	Ongoing
Research	Low female participation	Targeted research grants	Research Directorate	Annual
Human Resources	Leadership imbalance	Mentorship and training	HR Department	Annual
Student Welfare	Safety and inclusion	Strengthen reporting systems	Dean of Students	Continuous

Table 3: Sexual Harassment and GBV Reporting Mechanism at TUMA

Step	Action	Responsible Office	Timeline	Confidentiality
1	Receive complaint	Gender Desk	Immediate	High
2	Preliminary assessment	Gender Desk	Within 7 days	High
3	Investigation	Appointed Committee	As required	Restricted
4	Decision & action	Management	As required	Restricted
5	Support & referral	Counseling Unit	Continuous	High

Table 4: Capacity Building and Awareness

Activity	Target Group	Objective	Responsible Unit	Frequency
Orientation sessions	New staff & students	Policy awareness	Gender Unit	Every intake
Workshops	Academic & admin staff	Gender mainstreaming	Gender Unit / HR	Annual
Leadership training	Managers	Gender-responsive leadership	Management	Biennial

Table 5: Monitoring and Evaluation Framework

Objective	Indicator	Data Source	Responsible Unit	Reporting Period
Gender equity	Gender balance ratio	HR records	HR Department	Annual
Safe environment	Reported GBV cases	Gender Desk records	Gender Desk	Quarterly
Policy awareness	% trained staff/students	Training reports	Gender Unit	Annual

Table 6: Resource Allocation

Activity	Resource Type	Estimated Budget	Funding Source	Financial Year
Training programs	Financial		University Budget	
Awareness materials	Material		University / Partners	
Support services	Human		University	

Table 7: Policy Review Schedule

Policy Component	Review Frequency	Responsible Office	Approval Authority
Gender Policy and Guidelines	Every 3 years	DVCA/VC	University Council
Operational Annex Tables	Every 3 years	DVCA/VC	University Council

APPROVAL

This Gender Policy and Guidelines has been approved by the Tumaini University Makumira (TUMA).

Submitted by:



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Prof. Dr. Faustin L. Mahali
Vice Chancellor – TUMA
Date:……..

Approved by:



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Prof. Peter R. Gillah
Chairperson – TUMA Council
Date:…02.09.2026……